



Court Leadership and Problem Solving

Issue #8

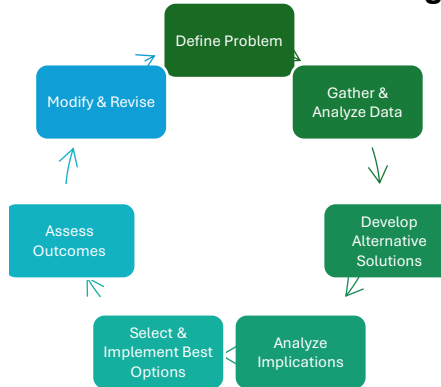
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This Topic and Why

Court leaders continually face the need to solve problems. This series shares different problem-solving techniques. Models build from the traditional problem-solving pattern as depicted to the right and offer different approaches, and maybe inspiration, to use a process to resolve issues.

This issue offers a technique of problem solving using a process entitled PHASE.

Traditional Problem Solving



Focus in This Issue:

PHASE

The Concept in Practice:

This process provides an implementation strategy useful for problem solving. The process emanates from “implementation science” where strategies create and build capacities for change and problem solving.

Using a structure to consider the change action helps to manage the culture, seek clarity on the objective, obtain or mobilize support or consensus, and document steps or actions.

P	Purpose
H	How
A	Action Plan
S	Support
E	Evaluate/Examine

PHASE Strategy Practice Sheet

P

State the purpose for a change
Provide the reason underlying or prompting change
Identify specific areas for change and improvement
Define the effects and outcomes expected from the change

H

Evaluate how to be ready for the change
Identify capacities for change
Define needs regarding workforce, policies, practices, and time

A

Describe the actions and activities
Define the roadmap for problem solving
Identify tasks, target times, and assignments

S

State how support will be sought and obtained
Identify activities, practices, or training that may be needed

E

Identify information needed to evaluate progress
Examine methods and ways to seek data and information

Tips

- Approach problem solving as a process where conscious preparation steps are taken
- Use PHASE to get clear information about the objectives and overcome typical change related failures

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Resources

Trends in State Courts, 2024, National Center for State Courts,
https://www.ncsc.org/_data/assets/pdf_file/0024/102489/10-PHASE-A-Practical-Approach-to-Implementation.pdf

Phase: A Practical Approach to Implementation, Teri Deal, NACM 2024 Mid-Year Conference, 2/5/24

